

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

REGULAR FACULTY ASSEMBLY
October 25, 2016
Jack Morton Auditorium

CALL TO ORDER

President Knapp called the Assembly to order at 4:06pm. He noted that today's meeting is operating from two sites—the Jack Morton Auditorium and a classroom at the Virginia Science and Technology Campus (VSTC)—in order to facilitate the participation of faculty members from the School of Nursing (SON) and other programs with faculty homed at the VSTC. Speakers from the VSTC location will be recognized using a signal from the remote location.

APPROVAL OF THE MINUTES

The minutes of the regular Faculty Assembly held on November 10, 2015, and the Special Faculty Assembly held on September 9, 2016, were approved as distributed.

INTRODUCTION OF NEW FACULTY

Provost Maltzman recognized new faculty from the schools, asking them to stand when their respective school was called. New faculty from the Columbian College of Arts and Sciences (CCAS), the School of Medicine and Health Sciences (SMHS), the Law School, the School of Engineering and Applied Sciences (SEAS), the Graduate School of Education and Human Development (GSEHD), the School of Business (GWSB), the Elliott School of International Affairs (ESIA), the Milken Institute School of Public Health (GWSPH), the College of Professional Studies (CPS), and the School of Nursing (SON) were recognized and welcomed by the Assembly.

REMARKS BY NELSON A. CARBONELL, JR., CHAIR, GW BOARD OF TRUSTEES

Chair Carbonell provided an update on the presidential search, noting that he would then remain for the duration of the Assembly. He began by noting that the search is proceeding well, due in large part to President Knapp giving the committee ample time to conduct a thorough search. The search is taking place in three phases:

1. Building a profile for the new president. The Board of Trustees has held over 30 town hall meetings with faculty, staff, students, and community neighbors. The Board also met with District political leaders. The profile is now largely completed and available online at <http://presidentalsearch.gwu.edu>; it is a 13+-page document that articulates for the Presidential Search Committee (PSC) what they should seek in the next president. Potential interview questions collected to date are online, and there is a form on the site where additional questions may be submitted for consideration.

The PSC is charged with producing at least two final candidates to the Board. The Faculty Consultative Committee (FCC) and the Faculty Senate Executive Committee (FSEC) will then assist the Board in the selection of the president. Chair Carbonell noted that he met

with the FCC today to review the profile and the search status and to work on the next series of questions. He will meet on Friday with the FSEC to do the same.

2. Nominations. A diverse and strong pool of over 100 nominees has been received thus far; this list is being narrowed to the group that the PSC will interview in late fall/early winter. The nomination process will remain open until a hire is made. Chair Carbonell noted that his past experience indicates that a successful candidate may well join the search very late in the process. In addition, there are intervening events in the form of presidential searches at Duke and Cornell, which may yield additional candidates pending the outcome of those searches. Chair Carbonell encouraged faculty to engage with the process and encourage strong candidates to enter the search process.
3. Selection. The PSC—made up of 6 faculty members, 10 trustees, and representatives of the staff, alumni, and student bodies—will name two or more finalists to present to the Board. As noted above, the Board will be advised by the FCC and the FSEC in its decision process. Maintaining confidentiality while obtaining counsel from so many will be a challenge at the end of the process.

A question was asked about the comparability of GW's presidential search to those taking place at Duke and Cornell and whether the profiles are likely to be similar enough to yield strong second candidates from those searches for GW's search. Chair Carbonell responded that the profiles are indeed different but that this does not preclude an unsuccessful candidate at Duke or Cornell being well suited to GW's profile.

REMARKS BY STEVEN KNAPP, UNIVERSITY PRESIDENT

President Knapp welcomed the faculty, in particular the new faculty members, to this year's Assembly. He noted that for the past several years he has given a "state of the university" overview at this meeting and that, in this tenth and final year of his tenure as President, he would instead reflect on the evolution of the university over the course of the past nine years.

GW is now in the ninth year of the 20-year campus plan that was adopted in 2007. In that time, eight major buildings have been constructed on the Foggy Bottom, Mount Vernon, and Virginia Science and Technology campuses, all of which attained LEED certification. The most recent of these is District House, the newest residence hall. This building enables GW to fulfill a promise in the campus plan to house 75% of undergraduate students on campus. Major renovations have been undertaken at the Smith Center, Gelman Library, and Corcoran Hall at the Foggy Bottom campus and Ames Hall at the Mount Vernon Campus. Future sites for possible development or redevelopment include the Academic Center, the site above the G Street garage, and the current site of Tompkins Hall as well as an addition above the Himmelfarb Library.

President Knapp noted that the buildings only matter because of the people who live, teach, study, or otherwise work in them. This is borne out by the fact that, since 2007, the tenured and tenure-track faculty at GW has been expanded by 173 new positions, and a new school (SON) opened. Equally important to filling these new positions with highly energetic, talented, productive, and dedicated colleagues is the fact that their impact on the campus is already being felt in teaching, research, and service across all the university's programs.

President Knapp spoke next about growth in research, noting that GW is up to about \$200 million annually in overall research funding at present. He focused on federal funded research, which counts every year in a ranking by the National Science Foundation, a measure noted by the American Association of Universities, among others. GW's total federal funding rose from \$92 million in 2006 to \$142 million in 2014 and increased 54% at a time when federal sponsored research nationally was either flat or declining. As a result of this increase, GW's ranking moved from 114th to 83rd, moving GW ahead of nine of the 62 members of the Association of American Universities.

In the first quarter of FY2017 alone, GW received 135 new awards, a 4.7% increase in the number of new awards over the same period last year. GW's total funding of those awards was more than \$88 million, a 135% increase over the equivalent period last year. This is indicative of the quality of the faculty GW is recruiting.

In support of the university's research efforts and aspirations, GW is also developing partnerships with neighboring institutions. A memorandum of understanding with the Smithsonian Institution is being renewed at present, and an interesting new partnership began this fall with the International Finance Corporation, the brand of the World Bank that operates through the private sector. A three-way partnership with the Milken Institute, the International Finance Corporation, and the GWSB has resulted in the creation of a new program for annual cohorts of students from sub-Saharan Africa nominated by their government to study finance as a way of building the financial capacity of this rapidly growing region.

GW's historic partnership with the National Gallery of Art has resulted in a new school within a school: the Corcoran School of the Arts and Design (CSAD), part of CCAS. CSAD is being rapidly developed with a major renovation project that completed its first phase over the summer using resources provided to GW through this partnership. GW was given the building and the school as well as a substantial amount of cash, and endowment, and additional property to use to build a fund to renovate the building.

President Knapp reported that, as the campus has been developed and as research-oriented faculty have been recruited, GW has focused on its aspiration to become a model of urban sustainability. In 2007, one of the President's earliest actions was to commission a Sustainability Task Force that resulted in a recommendation, followed that spring to sign the University Presidents Climate Commitment, pledging to achieve carbon neutrality by 2040. In 2004, GW opened its Office of Sustainability, and, in 2012, an interdisciplinary minor in sustainability was launched. In 2014, GW launched a capital partner solar project, which currently provides 50% of all the university's electricity as a result of a solar energy capitalization, made possible by guaranteeing the purchase price over a 20-year period.

GW has also deepened its culture of service. In 2009, the (now) Honey Nashman Center for Civic Engagement and Public Service launched; this was also the first year of GW's Freshman Day of Service. GW was challenged by Michelle Obama to perform 100,000 hours of service that year in return for which she would be GW's commencement speaker. The First Family participated in the first Day of Service alongside students, and, that year, GW community members completed 163,980 hours of service. Last year, that number rose to 685,000 hours.

The university continues to build a lifelong and worldwide community of GW alumni, now more than a quarter of a million strong. President Knapp noted that he has traveled extensively both

domestically and internationally to accomplish this goal. The university added regional alumni networks in the US, now numbering 36 (up from 15 in 2007), and has 31 international networks located in 27 countries around the world.

At the same time, enrollment has increased. President Knapp reported that there has been an 11% overall increase since his arrival: 8.43% in undergraduate and 12.94% in graduate students. Diversity of the student body has increased, as has international student enrollment as a complement to the overall student body (161% increase in international undergraduates and 126% increase in international graduate students). This planned increase was part of one of the key pillars of the university's strategic plan, adopted by the Board in 2013, which set targets for increasing GW's international footprint and raising its international stature, diversifying the experience of GW students by increasing the number of international students recruited.

GW has had a 46% increase in minority students since 2007 (41.33% undergraduate and 50.67% graduate). In response to President Obama's invitation to the White House for a number of college and university presidents in January 2014 for a Summit Access to Success, GW set up a task force on Access to Success that made a number of recommendations. One recommendation GW implemented was to go "test optional," which recognizes that standardized tests—initially seen as a way of leveling the playing field for students from public schools who wanted to attend elite universities—has become an instrument of inequality as students from poorer schools cannot afford tutoring or test-prep programs, placing them at a competitive disadvantage. In the first year of GW's test optional policy, applications rose by some 29%, and the university brought in one of its most diverse and academically qualified classes in its history.

President Knapp noted that GW is focusing not only on the access side of this question but also the success side, which means addressing retention. To this end, the university appointed Oliver Street III as the first Executive Director for Retention working under Laurie Kohler, Vice Provost for Enrollment and Retention. GW is professionalizing its focus on ensuring that students succeed when they matriculate, not just in the admissions process.

Paying for all of these efforts has been accomplished in large part through GW's philanthropic efforts. The capital campaign is about to surpass the \$900 million mark en route to its \$1 billion goal. Faculty and staff donors have given almost \$40 million to GW in the course of the campaign, and President Knapp thanked his GW colleagues for this effort.

Finally, President Knapp spoke about some challenges facing GW as an institution. Affordability is a continuing issue; the costs of this labor-intensive industry continue to rise, while the ability of students and their families to pay declines. In response to this, GW has been aggressively reducing expenses, especially of the central university administration. There are two primary reasons for doing so: 1) the new budget model adopted by the university gives more flexibility and freedom to the deans by allocating a higher percentage of tuition revenue to the schools, the natural result of which is less tuition revenue flowing to the central administration of the university; and 2) a decline in the number of families able to pay GW's full tuition alone (let alone the full cost of attending GW) due to relatively flat family wealth has meant that more funds need to be allocated to financial aid.

A second challenge is the number of unfunded government mandates. This includes a threat of payments in lieu of taxes for GW's civic services as well as the possibility that endowments over a certain level may be made taxable. Much of the university's endowment funds are restricted and

cannot be spent on whatever purpose Congress might determine, so a tax bill on the endowment would have to be funded by other sources.

A final challenge is the ongoing competition for the best faculty and students, which now takes place on an international scale.

President Knapp closed by noting his gratitude for the support he has received from the faculty over the past decade. While GW has challenges, its strategic location, the energies of the students, and the strength of the faculty continue to grow and make GW's future very bright; there are tremendous opportunities ahead at the university.

REMARKS BY FORREST MALTZMAN, PROVOST AND EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

Provost Maltzman began his remarks by noting that he is more excited for GW than ever before. As the president noted, the university's research portfolio has been increasing at rapid rates, and not just in terms of research funding. There is a wide spectrum of work being done in departments that don't require as much funding, and faculty across the university are extremely productive. The physical infrastructure is in relatively good shape, and the university continues to make important capital investments. GW's human capital infrastructure is in excellent condition, with very strong recent hires and a record number of student applications. The university recently crossed the 27,000-student mark and is preparing for long-term changes in demographics by appealing to students who are more diverse geographically, ethnically, and racially.

While GW is doing extremely well at supporting the two cornerstones of its mission—educating the next generation and research—it is important to recognize and be mindful of the challenge that GW, and higher education in general, face. One issue unique to GW is zoning compliance. The District of Columbia has capped the Foggy Bottom enrollment at 16,553; this semester, GW is at 99.66% of that cap with just 57 vacant seats from the District's zoning perspective.

Retention is another challenge; the six-year undergraduate graduation rate is around 80% but should be closer to 90% when one considers the wealth of the institution, the quality of students matriculating, and the percentage of students living in university housing. Enhancing the nature of the student experience is a top priority for GW. Related to this is affordability, a major issue for families. While GW is able to adjust tuition, net tuition revenue is relatively flat as affordability concerns are addressed, and this impacts the university's ability to invest in more efficient administrative structures and processes and other new innovations.

Over the next two years, the university will undergo its ten-year reaccreditation by the Middle States Commission on Higher Education. The task force overseeing this process will be chaired by Professor Paul Duff (of CCAS) and Cheryl Beil (of the Institutional Research group). They have developed a series of small task forces and working groups; each one has a faculty chair. A handout listing these working groups and their chairs was distributed at the check-in for today's meeting and is attached to the minutes. Provost Maltzman strongly urged faculty members to participate in an accreditation working group. The process is important, and it is an opportunity to think about the areas in which GW can be better and what changes should be made to that end.

REPORT OF THE FACULTY SENATE BY CHARLES A. GARRIS, JR, CHAIR, FACULTY SENATE EXECUTIVE COMMITTEE

Professor Garris's report on Faculty Senate activities is included with these minutes.

ASSEMBLY ACTION ON RESOLUTIONS

Faculty Assembly Resolution FA 17/3: A Resolution to Amend the Faculty Organization Plan to Authorize Non-Tenured Regular Faculty in Two Schools to Serve in the Faculty Senate

President Knapp recognized Professor Art Wilmarth, the chair of the Professional Ethics and Academic Freedom (PEAF) Committee of the Faculty Senate to introduce the resolution, which is attached to these minutes. Professor Wilmarth noted that a broader version of the current resolution failed to pass the Assembly in 2015. In response to the failure of that resolution, the Faculty Senate considered a narrower and more tailored resolution to respond to the issues at hand, particularly with two schools that presented, in the view of the Senate, unique circumstances.

Professor Wilmarth noted that the first "whereas" clause on the first page of the resolution presents the existing language of the Faculty Organization Plan with regard to representation of faculty in the Faculty Senate and also provides the allocation of Senate seats among the different schools. The first resolving clause on the second page under the "now therefore" heading provides the amendment, which the Faculty Senate has adopted, approved, and recommended to the Assembly and which does not change the existing language but rather adds to it.

The current language of the Faculty Organization Plan requires that a member of the Faculty Senate must have a tenured faculty position, and this has been the Senate's tradition since its inception. There are two schools for which this requirement, in the Senate's view, creates significant handicaps. The first is SMHS, which has a unique educational model relying heavily on small clinical groups—often 1:1 or 2-3:1 teaching experiences. This requires a very large number of clinically-oriented teaching faculty, many of whom are full-time and do their work within the Medical Faculty Associates (MFA). About a decade ago, the university and the MFA reached a new agreement that states that any newly hired faculty in the MFA cannot qualify for tenure and cannot receive tenure. They are members of the regular faculty, and those who had tenure prior to the agreement did not lose it. Some of those faculty members have continued to serve in the Senate. That number will not increase or be replenished; yet, the MFA clinical/teaching faculty comprise about 75% of the total regular faculty of the medical school.

Over time, as the Senate and now Assembly resolutions indicate, that entire group would become disenfranchised, and the Senate believes this is a serious problem. Therefore, the Faculty Organization Plan should be amended to give SMHS a specific exemption that would allow not more than half of the Senators from SMHS to be regular full-time faculty holding at least a rank of associate professor with at least three years' service in the school. SMHS currently has five Senate members, and this would mean that two could be untenured. There is no requirement that any be untenured, but the exemption would give currently two of those Senators the opportunity to be untenured with the requisite qualifications. Should the number of Senators from SMHS change in the future, this exemption would require that at least half the school's members at any one time be tenured.

SON is the other school with a similar need for accommodation. This is the university's newest school, in existence for six years now. Because of its recent existence, it has a fairly small number of tenured faculty members. Many of those faculty members serve in administrative positions, such as dean, associate dean, or assistant dean. The Faculty Organization Plan provides that if a faculty member holds an academic administrative position other than President or Provost, you may not be a member of the Faculty Senate, as there is a perceived conflict of interest. Therefore, SON is in a position where many of their existing tenured faculty members are not able to serve in the Senate. For the first two years in which SON had representation in the Senate, they could only send one representative.

The number of tenured faculty in SON is growing, as a number of junior faculty are going through the tenure process. This would therefore seem to be a transitional issue. The Senate therefore concluded that SON should be given a three-year exemption from the Senate's tenured-member requirement. During those three years, up to half the SON Senators could be non-tenured faculty: regular faculty with the requisite qualifications of at least an associate professor rank and at least three years of service at GW. SON has two Faculty Senate members; this would mean that one member could be untenured during this three-year process. The Senate believes this is very much needed to help the school make the transition to the point where they will have adequate numbers of tenured faculty to provide good service to the school.

The Senate listened carefully to what was discussed at the 2015 Faculty Assembly and understands that this is a significant step. It is, however, a measured step that will provide good information about the kind of contributions that the Senate will potentially receive from untenured faculty members from these two schools. President Knapp noted that there are now a total of 40 members of the Faculty Senate. Under this provision, should it pass as proposed, the maximum number of non-tenured members of the Senate would be three.

A vote was taken on the resolution, and the resolution passed 156-1.

The meeting was adjourned at 5:21pm.

To the George Washington University Community:

The university is accredited by the [Middle States Commission on Higher Education](#) (MSCHE), a voluntary membership association of colleges and universities located in the mid-Atlantic region.

Institutions in MSCHE's jurisdiction undergo reaccreditation every 10 years. The multiyear process involves a self-study, a campus visit from a team of academics and administrators from other institutions who have read the self-study, and a ruling on the accreditation status of the institution. MSCHE accreditation applies across the university, regardless of accreditation processes for individual schools or programs.

In early 2016, GW formed a steering committee for its upcoming accreditation process, which is led by Paul Duff, professor of religion, and Cheryl Beil, associate provost for academic planning and assessment. In addition to the steering committee, eight working groups composed of representatives of all 10 GW schools are focused on:

- Mission and goals
- Ethics and integrity
- Design and delivery of student learning experience
- Support of student learning experience
- Educational effectiveness assessment
- Planning, resources and institutional improvement
- Governance, leadership and administration
- Compliance with accreditation-relevant federal regulations

The working groups will complete an initial self-study draft in spring 2017. After a review period that includes community input, the university will finalize the report and submit to the visiting team in fall 2017. The MSCHE will make an accreditation determination in summer 2018.

The accreditation process is an open one, and we welcome feedback from the university community (see the contact information for relevant chairs on the back). We will continue to share updates as we progress through the accreditation process.

Sincerely,

Forrest Maltzman
Provost and Professor of Political Science

Steering Committee

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Standard 1: Mission and Goals

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Standard 5: Educational Effectiveness Assessment

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Standard 6: Planning, Resources, and Institutional Improvement

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Standard 7: Governance, Leadership, and Administration

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Requirements of Affiliation

Elizabeth Amundson (Registrar) & Pamela Jeffries (SON)
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Faculty Assembly

Report of C. A. Garris

Faculty Senate

October 25, 2016

1. On behalf of the Faculty Senate, I am delighted to extend to all present our warm welcome. I take special pleasure in welcoming new faculty and informing them about the Faculty Senate and inviting them to participate in our work. The Faculty Senate has been particularly active this year because shared governance is alive and well at GW. Our Senate Committees do the heavy lifting. I am happy to report that we have very strong committees with an abundance of dedicated faculty who have made many contributions to governance, tenure & promotion issues, health benefits issues, research, physical plant issues, and many other issues. As a result, the Faculty Senate has accomplished a lot and we expect to accomplish much more by the end of the academic year.
2. Although I have much to report, since it is late in the day and we have an important resolution to vote on, I will report only on the highlights of the past year and direct you to the Faculty Senate website where the agendas for our meetings and detailed minutes, including presentation material, are readily available.
3. PARTICIPATION: The Faculty Senate devoted considerable effort in the past year to participation issues related to (i) the presidential search and (ii) membership in the Faculty Senate.
 - a. PRESIDENTIAL SEARCH: The Faculty Code requires the election by the Faculty Assembly of a Faculty Consultative Committee (FCC) to consult with the Board of Trustees in their decision-making process, culminating in the election of a president. Since President Knapp announced in June that he was stepping down, the Senate has spent considerable time and effort developing a fair and equitable process for obtaining membership in the FCC, which is NOT defined in the Faculty Code. We developed a 2-phase election process:
 - i. Elect one faculty representative from each of the 9 schools following the processes used in the 1986 and 2006 presidential searches. We achieved this at the September 9 Special Faculty Assembly.
 - ii. Elect seven additional faculty to add disciplinary diversity to the committee. This process was also approved at the September 9 Special Faculty Assembly, and the seven additional members were elected by the Faculty Senate and thereby the Faculty Assembly, in accordance with the delegation approved on September 9.
 - iii. In accordance with the authority granted to the Senate by the Faculty Assembly, I am very pleased to report to you that we have successfully

achieved the established diversity goals for the Faculty Consultative Committee.

iv. The 16 member Faculty Consultative Committee has the following attributes:

1. Co-Chairs elected: Professor Vincent Chiappanelli from SMHS and Carol Lang from SoN.
2. One elected representative from each of the 9 schools.
3. Faculty from the humanities
4. Faculty from the social sciences
5. Faculty from the sciences.
6. Tenured faculty, contract faculty, research faculty, clinical faculty.
7. Faculty from the College of Professional Studies.
8. Faculty that can represent disabled persons.
9. The FCC met with Board Members to discuss the search and to express their views on the direction of the University and the attributes of the next president.
10. The FCC was able to meet with Chair Carbonell and to offer their input to the formation of the Presidential Profile.
11. I am very pleased that Chair Carbonell and Trustee Jacobs invited the FCC to socialize with Trustees on October 20; this enabled the two groups to interact informally.
12. The FCC is looking forward to assisting the Board in their selection process.
13. The Faculty Senate has been pleased with the substantial effort that the Board has made to gain input from the University on the attributes of the next President.
14. The Town Hall meetings and visits to various groups were valuable to all of us, and I would like to express my appreciation to Nelson Carbonell and Madeleine Jacobs for putting so much effort into listening to the many voices of the GW Community. No one can say that they did not have an opportunity to voice their opinion.

b. MEMBERSHIP IN THE FACULTY SENATE: You will recall that at the last General Faculty Assembly meeting on November 10, 2015, resolutions were introduced to expand the eligibility for membership in the Faculty Senate to non-tenured faculty. The Faculty Assembly voted 169 YES, 159 NO. Although a majority supported the resolution, the required 2/3 vote to carry the motion was not attained. Because of the unique problems of having tenured faculty in SMHS, and due to the initial growth phase of the SoN, the Faculty Senate felt that exceptions should be made in these two schools, and, hence, passed Resolution

16/6. This became FA 17/3 which will be considered today: “A Resolution to Amend the Faculty Organization Plan to Authorize Non-Tenured Regular Faculty in Two Schools to Serve in the Faculty Senate” (FA 17/3)

4. GOVERNANCE

- a. Senate Resolution 16/7: A RESOLUTION RECOMMENDING A PROCEDURE FOR AMENDING THE FACULTY CODE. The Faculty Senate was very pleased that the Board of Trustees added Section X to the University Bylaws that addressed the same issue of codifying the process for amending the Faculty Code. The Senate therefore was very pleased that the action taken by the Board achieved the same end sought by the Senate and rendered Resolution 16/7 moot.
- b. Glitch List: The Faculty Senate is accumulating a “Glitch List” of corrections that might be made to the Faculty Code. It is likely that these will be ready in May and will eventually come to the Board for consideration.
- c. By-Law Review: All nine schools plus the College of Professional Studies are amending their by-laws in accordance with the changes in the Faculty Code. The Faculty Senate Executive Committee is reviewing them and offering recommendations.
- d. Nonconcurrences: This year we had an unprecedented 8 nonconcurrences out of 43 cases that came up for tenure. The Executive Committee made recommendations to the administration towards resolving the nonconcurrences. Review of the nonconcurrences revealed that the changes made by the Board in the Faculty Code in June 2015 indeed had the intended effect – raising the bar for tenure and requiring excellence in research, teaching, and service.

5. HEALTH BENEFITS

- a. A Resolution on the Contribution of the University to Staff/Faculty Health Insurance Costs (16/8)
 - i. Resolves that the GW contribution for health insurance costs (including premiums) in 2017 and future years be no less than 75% of total health insurance costs
 - ii. Resolves that the necessary funds to increase future GW contributions not be derived from a reduction in covered health services, increased out-of-pocket health costs including deductibles and co-insurance, other staff/faculty compensation, other staff/faculty benefits, or academic activities
 - iii. Resolves that any planning for the expansion of the high deductible health plan should not replace or, as a consequence, disadvantage any of the other plans. In addition, the faculty have expressed concern that that the

- number of options would be reduced from 3 to two, (low option and high deductible – eliminated the medium benefits plan be abolished.
- iv. Discussed and adopted by the Faculty Senate on April 8, 2016

6. BENEFITS ADVISORY COUNCIL

- a. There had been much concern among the faculty about the usefulness of the Benefits Advisory Committee, a group of faculty and staff that consults with HR on Benefits issues.
- b. The Senate and Administration have worked together very constructively and has reconfigured the committee to 5 faculty / 5 staff and has discussed ways of streamlining the Benefits decision-making process.
7. REPORTS: The most recent Senate session included reports on finance, the athletics program, academic admissions, international programs, Dean's reports on the status of SEAS, GWSB, and SMHS, and many other issues.
8. CONCLUDING REMARKS: I would like to conclude my report by saying that the University is in an exciting and challenging era. I have served GW during the administration of three Presidents and I can clearly see how each President has changed GW and has left an enduring and excellent imprint. We have been fortunate to have had a succession of fine leaders. This has elevated GW's national and international stature as a leading research university. As we embark on our search for the next President, we are entering a new era of change. I am very optimistic that we will continue to tradition of marked improvement with each change of administration. There is a sense of the energy that is being generated at GW and an atmosphere of excitement and anticipation for changes that lie ahead. However, there is also trepidation as change does not come without risk. The Faculty Senate is eager to work closely with the Board and the Administration to assure that this transition is smooth and produces a productive and satisfying trajectory for all.

**A RESOLUTION TO AMEND THE *FACULTY ORGANIZATION PLAN* TO AUTHORIZE
NON-TENURED REGULAR FACULTY IN TWO SCHOOLS
TO SERVE IN THE FACULTY SENATE (FA 17/3)**

WHEREAS, Article III.2(a)(3) of the *Faculty Organization Plan*, entitled “Membership,” currently provides:

“3. The faculty members of the Senate shall be elected by and from their faculties as follows: the Columbian College of Arts and Sciences, 11 seats; the Graduate School of Education and Human Development, 3 seats; the School of Engineering and Applied Science, 4 seats; the School of Business, 5 seats; the School of Medicine and Health Sciences, 5 seats; the Law School, 4 seats; the Elliott School of International Affairs, 3 seats; the Milken Institute School of Public Health, 3 seats; and the School of Nursing, 2 seats. The faculty members shall be professors, associate professors, or assistant professors in full-time service who have tenure as of the academic year next succeeding the date of the election. Vice presidents, assistant vice presidents, deans, associate deans, assistant deans, and other faculty members whose duties are primarily administrative in nature shall be ineligible for election as faculty members of the Senate.”

WHEREAS, The academic curriculum of the School of Medicine and Health Sciences (SMHS) is different from the academic curricula of other schools in the University because intensive clinical training represents a very large component of the academic curriculum of SMHS and the clinical training programs of SMHS require a low student-faculty ratio as well as a large number of Regular Faculty who hold non-tenure-track appointments; and

WHEREAS, Regular Faculty who are affiliated with the Medical Faculty Associates (MFA) perform much of the clinical teaching within SMHS and comprise a very large majority of the Regular Faculty of SMHS; and

WHEREAS, More than a decade ago, the University adopted a policy (which is consistent with policies of other medical schools at other universities) of no longer granting tenure to MFA faculty and, consequently, at some point within the not distant future, no MFA faculty members will be eligible to serve in the Faculty Senate under the current provisions of the *Faculty Organization Plan*; and

WHEREAS, The School of Nursing (SON) has been in existence for five years and currently has only one tenured faculty member who does not hold an academic administrative position and is therefore eligible to serve in the Faculty Senate; consequently, SON has been represented in the Faculty Senate by only one Senator for the past two terms of the Senate despite being allocated two Senators under the *Faculty Organization Plan*; and

WHEREAS, SON currently has several Regular Faculty members who hold tenure-track

appointments, and SON expects that some of those faculty members will receive tenure within the next few years and will become eligible to serve in the Faculty Senate;

WHEREAS, SMHS and SON each has Regular Faculty with non-tenure-track appointments at the rank of Associate Professor and Professor who will have completed more than three years of full-time service to the University by Fall 2016 and will be willing to serve in the Faculty Senate; and

WHEREAS, Due to the unique circumstances at SMHS and SON, the Faculty Senate believes that the *Faculty Organization Plan* should be amended to grant exemptions that would permit Regular Faculty with non-tenure-track appointments in SMHS and SON to serve in the Faculty Senate if they hold the rank of Associate Professor or higher and have completed at least three years of full-time service to the University, provided that the exemption for SON should be limited to three years and at least half of the Senators from both schools should be required to hold tenured appointments;

NOW, THEREFORE BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

1. That paragraph 3 of Article III, Section 2(a) entitled, "Membership" be amended by the addition of the following two sentences at the end of that paragraph:

Exemptions to the foregoing rule regarding eligibility for service as a faculty member of the Senate are provided for the School of Medicine and Health Sciences and the School of Nursing, to the extent that, from those two schools only, Regular Faculty with non-tenure-track appointments shall be eligible to serve in the Faculty Senate, provided that such Regular Faculty shall have completed at least three years of full-time service to the University and shall have attained the rank of Associate Professor or higher, and provided further, that at least half of the faculty members of the Senate from each of those two Schools shall be tenured faculty members. The foregoing exemption for the School of Nursing shall expire three years after the approval of that exemption by the Faculty Assembly and the University's Board of Trustees.

2. That the Faculty Senate Executive Committee consult with the Administration as to an appropriate time for consideration of this proposal by the Faculty Assembly and that the Executive Committee be authorized, on behalf of the Faculty Senate, to issue a formal petition to the President, as Chairman of the Faculty Assembly, to place this proposal on the Agenda of the next regular or special meeting of the Faculty Assembly.

THE WORDING OF THE AMENDMENT PROPOSED BY FA 17/3 IS IDENTICAL TO THAT PROPOSED BY SENATE RESOLUTION 16/6, WHICH WAS INTRODUCED AND APPROVED AT THE DECEMBER 11, 2015, AND FEBRUARY 12, 2016, MEETINGS OF THE FACULTY SENATE, RESPECTIVELY